

# **ITIB Commonwealth IT Solutions Committee**

## **Project Review**

**Department of Professional and Occupational Regulation  
(DPOR)**

**ELECTRONIC ACCESS TO THE GOVERNMENT LICENSING AND  
ENFORCEMENT SYSTEM (EAGLES)**

## **Presented by**

**Jay W. DeBoer, Director**

**Department of Professional & Occupational Regulation**

# Business Problem Statement

## Project Charter

- The agency needs to provide a communication conduit and meeting place for licensees, citizens, and agency personnel that automates and tracks transactions that occur between these parties to speed up processes, serve our citizens, and operate our agency more efficiently.
- The current systems, CLES (Commerce Licensing and Enforcement System) and ETS (Enforcement Tracking System) are hosted on VAX machines and supported by DPOR (Department of Professional & Occupational Regulation). CLES was developed using COBOL, Rally and an Oracle RDB database. ETS was developed using PowerBuilder in a client/server environment. Because these two systems are not integrated, certain agency processes are not accomplished as efficiently as possible. Additionally, 90% of the agency's licensing applications are running on software that is unsupported by the vendor.
- Due to the nagging support issue for the current development environment and the need to have more integrated business applications to meet future business needs, the agency decided to initiate the EAGLES project.

# Project Scope Statement

## Project Charter

- This project is the development of a web-enabled application to replace the legacy systems, CLES and ETS to support the Department's new business requirements.
- The vendor, VERSA Management Systems, will provide professional and technical services to implement a licensing system for DPOR to replace CLES and ETS. The configuration of the system will be based on a certain number of license types.
- The vendor will support the following:
  - 1) Configuration of 205 license types.
  - 2) Creation of document templates (Word documents)
  - 3) Report development
  - 4) Online services/processes
    - a. Configuration of online renewal process for 205 license types
    - b. Configuration of online initial application process for 205 license types
    - c. Configuration of online verification
- Technical resources will be provided by VERSA, VITA and DPOR. VITA will host the processors for the new system.

# Project Technical Solution

- The proposed system, Versa Regulation and Versa Gateway application software products is a Commercial-Off-The-Shelf (COTS) web enabled application. It will be customized by Versa to meet the requirements of DPOR.
- Hosting the software solution will be managed by VITA.
- The system will ride on an existing network infrastructure, current workstations and Information Services agency staff will operate and maintain the application software and underlying database after the final implementation.

# Project Management/Oversight Organization

- Project Sponsor: Steve Arthur
- Project Manager: Jeanne Branch
- Brenda Thomas started as Project Management Consultant (5/5/2008)
- Agency Oversight Committee
  - Jay DeBoer (Director – DPOR), Chairperson
  - Steve Arthur (Deputy Director, Administration and Finance)
  - Nick Christner (Deputy Director, Compliance and Investigations)
  - Mark Courtney (Deputy Director, Licensing and Regulation)
  - Jeanne Branch (Information Technology Manager)
  - Chris Hinkle (VITA PMD)
- Date of Last IAOC Meeting: November 13, 2008
- Date of Last Secretariat Oversight Committee Meeting: July 2008

# Project Milestones and Schedule (Current Project Baseline)

Milestone	Plan Start Date	Actual Start Date	Planned Completion Date	Actual Completion Date
Project Release 1	29-Oct-07	29-Oct-07	30-Sep-08	NA
Versa Regulation	29-Oct-07	29-Oct-07	12-Sep-08	NA
Configuration	29-Oct-07	29-Oct-07	4-Apr-08	4-Apr-08
Data Migration	3-Dec-07	3-Dec-07	25-Aug-08	8-Sep-08
Customization	14-Jan-08	14-Jan-08	31-Jul-08	19-Sep-08
Training	21-Jan-08	21-Jan-08	23-May-08	23-May-08
User Acceptance Test	16-Jun-08	21-Jul-08	12-Sep-08	NA
Versa Installation	2-Jun-08	2-Jun-08	6-Jun-08	6-Jun-08
Versa Regulation Gateway	4-Feb-08	4-Feb-08	3-Oct-08	NA
Configuration	4-Feb-08	4-Feb-08	23-May-08	23-May-08
Customization	5-May-08	5-May-08	15-Aug-08	30-Sep-08
Training	5-Mar-08	5-Mar-08	13-May-08	13-May-08
User Acceptance Test	16-Jun-08	18-Aug-08	3-Oct-08	NA
Go-Live VR (Release 1)	2-Jun-08	2-Jun-08	29-Aug-08	NA
Go-Live (Release 1A)	18-Aug-08	18-Aug-08	30-Sep-08	NA
Go-Live (VR Gateway)	10-Sep-08	NA	30-Sep-08	NA
Close Out (Release 1 Phase)	23-Sep-08	NA	29-Sep-08	NA
Project Release 2	2-Sep-08	NA	11-May-09	NA
Project Release 3	4-May-09	NA	30-Dec-09	NA
Project Closeout	4-Jan-10	NA	15-Jan-10	NA

# Project Budget (Current Baseline)

Expenses Category	Project Baseline	Planned Cost to Date	Actual Cost to Date
Internal Staff Labor	\$588,900.00	\$310,574	\$310,574
Services	\$1,036,800.00	\$451,800	\$275,836
Software Tools	\$825,000.00	\$687,500	\$687,500
Hardware	\$296,800.00	\$114,219	\$79,026
Maintenance			
Facilities			
Telecommunications			
Training	\$62,000.00	\$58,000	\$22,000
IV & V	\$64,000.00	\$28,000	\$0
Contingency	\$86,205.00		
Total	\$2,959,705.00	\$1,650,093	\$1,374,936

# Summary of Baseline Changes

Baseline Event	Date	Baseline (Schedule/Cost/Scope) Impact
Project Reactivated	Mar-07	Established Baseline
Added Fulltime PM Consultant	May-08	Based on recommendation of IV&V, fulltime PM Consultant was added to the project.
Extension of Project	Jul-08	Original project planned for 19 boards to be implemented by April 15, 2009. Approved implementation date changed to January 15, 2010 with the addition of 1 board, a full time PM Consultant, extending the DPOR staff and removing ETS to reduce complexity. The cost increased from \$2,510,000 to \$2,959,705.



# Anticipated Benefits

- Replace unsupported software operating on outdated hardware.
- New software to have look and feel of Windows environment.
- Consolidate the existing systems into one integrated database.
- Expand public access through online licensing and permitting services.
- Streamline the licensing and enforcement process.

# Complexity Analysis

Project Complexity Model		
		<u>Required Documentation</u>
Interim Score	198	Planning - Project Plan Executive Summary (template) Planning - Project Performance Plan (template) Planning - Work Breakdown Structure (template) Planning - Project Schedule (template) Planning - Budget Plan (template) Planning - Procurement Plan (template) Planning - Risk Management Plan (template) Planning - Communications Plan (template) Planning - Change and Configuration Management Plan (template) Planning - Quality Management and IV&V Plan (template) Execution - Status Report (template) Execution - Issue Log and Issue Management (template) Execution - User Acceptance (template) Execution - Close Report (template) Ops & Support - Post Implementation Report
Low	Score	
Complexity		
55-124 Range		
Medium	Score	
Complexity	198	
125-210 Range		
High	Score	
Complexity		
211-338 Range		

# Complexity Analysis (continued)

Question Number	Project Complexity Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
1	What is the total project cost?	Greater than \$1 Million
2	What is the estimated total cost for hardware?	Less than \$100,000
3	What is the estimated total cost for software?	Greater than \$1 Million
4	What is the estimated cost of application development or software configuration services?	Between \$100,000 and \$500,000
5	How much confidence is there in the expenditure and funding projections?	Accuracy of budget estimate is greater than 50% and less than or equal to 85%
6	What percentage of the agency budget does the project represent?	Project is greater than or equal to 5% and less than 15% of the agency budget
7	Is the project sponsor fully resourcing the project?	Sponsor owns all the resources needed
8	What is the size of the Project Team (Full Time Equivalents)?	5 or more people
9	What is the Project Manager's Authority over the project?	High to Almost Total
10	To what degree are the project team members collocated?	90-100% of the team in the same location
11	What is the project's duration?	Duration is 12 to 24 months
12	How much variation in the timeframe can be tolerated?	Schedule can tolerate minor variations

# Complexity Analysis (continued)

Question Number	Project Complexity Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
13	Are there any dependencies and/or inter-related projects?	There are no major dependencies or inter-related projects
14	Has the agency and/or vendor executed similar projects?	Agency or vendor have executed several similar projects
15	Does the project address State and Federal mandates?	The project has little or no direct impact on accomplishment of State and Federal mandates
16	How will the failure of the project impact the customers?	Impact of project failure on customers is high
17	What is the anticipated involvement of the End Users with System Design and Testing?	Highly involved with development team, provide significant input and have significant ownership of system
18	What is the anticipated involvement of the End Users in the Definition of Project Requirements and Scope?	Requirements well-established, baseline defined, user acceptance high, and few changes
19	How important is the project to successful execution of agency core business activities?	The project is critical to the organization core business activities
20	How significant will the project's impact be on the business process?	Critical business processes are impacted
21	How large of an organizational impact will the project have in the Commonwealth?	Impacts a whole Agency
22	Is the project using proven technology?	The technology is proven and has been available for a number of years
23	Is the proposed solution applied in a New, Proven, or Tried way?	Application of the technology is tried and proven
24	Does this project require data conversion?	Data conversion from other sources has a significant impact
25	What is the overall risk evaluation of the project (see Project Proposal)?	Medium risk

# Preliminary Risk Analysis

Project Risk Model			
Total Project Risk Score			Component Risk Assessments
	Interim Score	36	
			Med Budget Risk
	Low	Score	
	Risk		Low External Dependencies Risk
	1 - 35		
			Low Management Risk
	Medium	Score	
	Risk	36	Med Mission Critical Risk
	36 - 72		
			Med Failure Risk
	High	Score	
	Risk		Low Complexity Risk
	> 72		

# Preliminary Risk Analysis (continued)

	Question Number	Project Risk Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
<b>B u d g e t R i s k</b>	1	What is the estimated total project cost?	Project cost is greater than or equal to \$1 million and less than or equal to \$5 million.
	2	What percentage of the agency budget does the project represent?	The project is greater than or equal to 5% and less than 15% of the agency budget.
	3	Have sufficient project funds been budgeted and allocated?	Funding is available but not allocated.
	4	How much confidence is there in the expenditure and funding projections?	Accuracy of budget estimate is greater than 50% and less than or equal to 85%.
	5	Is funding available for maintenance of the project deliverable after project closure?	Maintenance funding is available.
<b>E x t e r n a l D e p e n d e n c i e s R i s k</b>	6	Is this project dependent on another projects deliverable?	No other deliverables are required.
	7	Does this project require resources from other organizations?	Project requires no external resources.
	8	Does this project require data from other sources?	No other data is required.
<b>M a n a g e m e n t R i s k</b>	9	What is the level of management commitment?	Management is committed to the project.
	10	Is the project sponsor resourcing the project?	The project sponsor owns all the resources needed.
	11	What is the experience and training level of agency project managers?	The agency project managers have training and experience.

# Preliminary Risk Analysis (continued)

	Question Number	Project Risk Question	Answer Lists (Note--when you click in each answer cell, a drop down list arrow will appear)
<b>Mission Critical Risk</b>	12	How important is the project to meeting Commonwealth Strategic Objectives?	The project is important to meeting Commonwealth Strategic Objectives.
	13	How important is the project to meeting externally generated mandates? (Legislative, Executive. or Judicial)	The project has little or no direct impact on accomplishment of external mandates.
	14	How important is the project deliverable to agency core business activities?	The project is critical to the organization core business activities.
<b>Failure Risk</b>	15	Has the agency and/or vendor executed similar projects?	Agency or vendor have executed several similar projects.
	16	How will failure of the project impact the customers?	Impact of project failure on customers is high.
	17	How politically sensitive is the project?	The project is sensitive to political climate.
<b>Complexity Risk</b>	18	How new is the technological solution?	The technology is proven and has been available for a number of years.
	19	Is the application of this solution new, proven, or untried?	Application of the technology is tried and proven.
	20	How many processes or business activities are impacted?	A large portion of the business processes are impacted.

# Risks and Issues

Risk Name	Probability	Impact	Impact Description
Parallel license processing during the holiday season	95%	4	This could cause a delay in issuing licenses and impact the December 19 Exam Deadline for the agency.
Continuing to identify COTS modifications needed to meet agency business needs/processes	60%	4	The end-user may end up with a product that does not support their processes. There will also be a delay in rolling out the product.
Failing to perform regression testing	30%	3	This may result in a product going into production that may fail or may not meet the requirements of the business.
Competing priorities for resources	30%	3	This may cause the project to be delayed.
Insufficient stakeholder buy in	60%	4	This may result in a longer learning curve and a reduction in performance.



# Measures of Success

Objective	Performance Goal	Methodology
Increase in credit card payments	Increase in credit card payments by 10% within the first 6 months of the project going into production.	Compare Credit Card Payments prior to EAGLES implementation to Credit Card Payments 6 months after implementation.
Reduce the number of paper applications received by the agency	Reduce the number of paper applications received by the agency by 10% within the first year of production.	Compare the number of paper applications received prior to EAGLES implementation to the number of paper applications received 1 year after implementation.
Increase employee satisfaction with the current work environment	Results of the compared survey results data before and after EAGLES implementation indicates an increase in employee satisfaction.	A employee survey will be conducted to establish a base line. A second survey will be conducted 6-12 months after the implementation of EAGLES.
Increase COV citizens satisfaction with DPOR services	Results of the compared survey results data before and after EAGLES implementation indicates an increase in citizens satisfaction.	A survey of licensees will be conducted during the mailings of renewal notices. Since we have a staggered two year renewal cycle for our boards, the collection process will be over approximately two year period.

# Project Manager Assessment

- Status of the IV&V
  - Initial assessment complete February 2008
  - Recommendations currently being implemented
- Overall Progress of the Project
  - Configuration, Data Migration and Customization Development completed
  - Final Phase of UAT Testing in progress
- Primary Concern/Recommended Action
  - Number of issues with the software so late in the project
  - Have vendor onsite to deal more efficiently with software issues